



# Quality Assurance Monthly Report

This plan was independently prepared by Briskin Consulting and its associates in accordance with State of Washington Information Services Board policies governing independent quality assurance of Washington State information technology projects.

A handwritten signature in black ink, reading "Porsche Everson".

Porsche Everson

November 7, 2011



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## Quality Assurance Assessment

### Project Vision

The Shared Services Email Project's vision is to maximize email capabilities and functionality available to all agencies and to provide email as a shared service, thus reducing cost and risk. The vision includes the following functions:

- Hosted email services
- Vault email retention
- Secure email
- Remote and mobile email access
- Interfaces with state agency applications that use email
- Service level agreements and high customer satisfaction
- Future extensibility

This initiative includes executive branch agencies and will also be available to other state government agencies. The outcome will be a single source solution hosted in the state's data center.

The overall purpose behind the project is to optimize the value of IT by concentrating email services across state agencies to a centralized service to lower costs and improve service.

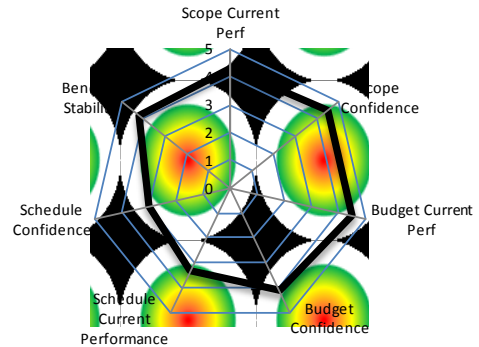
### Status Overview

Overall, the project status is GREEN. Customer issues are being resolved in a timely manner. Implementations are becoming straightforward in most instances. The Department of Social and Health Services, one of the largest agencies to be migrated, started their pilot and initial waves of implementations in October. They are scheduled to continue their migration through the end of December. Twenty-three agencies and 7,327 mailboxes have been migrated as of the end of October.

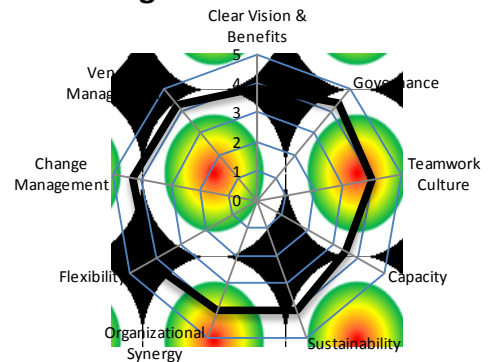
There was an issue with replicating legacy calendar items in public folders which required technical assessment and resolution. The root issue was that some items were missing essential metadata, like start date for example, which caused an error during replication. CTS technical staff worked with Microsoft to resolve the issue, agency staff cleaned up the legacy calendar items, and public folder replication completed without further issues.

### Project Assessment Dashboard

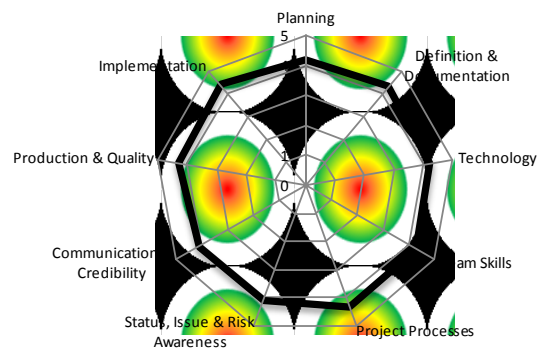
#### Baseline Performance Factors



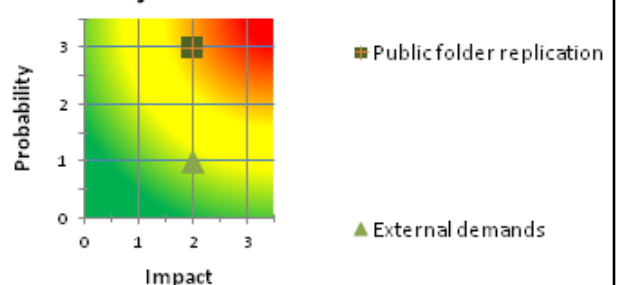
#### Organization Success Factors



#### Project Execution



#### Project Risks



## Quality Assurance Monthly Assessment – CTS Shared Services Email Project

Agencies continue to adjust their scheduled implementations for a number of reasons, including staff workload issues, or technical or environment issues that have arisen late in the process.

A major metric for measuring project success is the number of mailboxes migrated compared to the scheduled migrations. The variation seen in the scheduled versus actual migrations are not entirely under the control of CTS, since agencies make the final decision about when and how many mailboxes to migrate.

Twenty-three agencies have completed their email migration. The project planned to migrate a cumulative total of 28,849 mailboxes by the end of October. Actual cumulative mailbox migrations at the end of October total 7,327, for a backlog of 21,522 mailboxes<sup>1</sup>. The reason for the disparity involves modest delays from the largest two agencies, Department of Social and Health Services (DSHS) and Department of Corrections (DOC). While DSHS had some delays with their initial implementations, they plan to complete their migrations as scheduled, by the end of December 2011.

The Vault implementations are progressing well. In most cases, future Vault implementations will follow agency mailbox migrations by approximately two weeks.

Secure email planning is fully underway, after the re-issue of the RFP and subsequent contract award to M86.com.

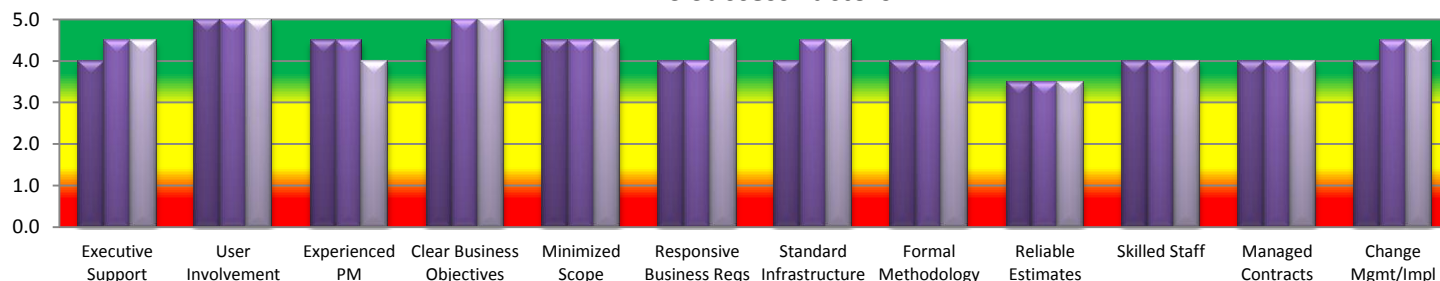
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<sup>1</sup> Early November data is very strong, with a total of 10,182 mailboxes migrated as of 11/4/2011. The next QA report will show complete November data.

## DIS Success Factors

The Washington State Information Services Board (ISB) and DIS provide a framework for project management. Through evaluation of hundreds of projects, evaluation and research, ISB has established a concise list of critical success factors that predict project success. See <http://isb.wa.gov/policies/300r.pdf> for more information. This framework provides a quick overall dashboard of the project success potential. The overall QA analysis presented in this report is deeply rooted in this framework, and goes beyond this high level project review.

**DIS Success Factors**



Department of Information Services Success Factors	Rating	Observation
Executive Management Support	4.5	Project sponsor is engaged at appropriate level, and works well with PM to resolve issues.
User Involvement	5.0	PSC moved to one meeting per month, which is appropriate for this period of the project. CAB monitors project regularly. Users actively engaged in planning their migrations.
Experienced Project Manager	4.0	PM is very skilled, and works well under high-pressure situations. PM moved from FT to PT.
Clear Business Objectives	5.0	The project objectives are very clear and concise.
Minimized Scope	4.5	ActiveSync CO is approved. No other pending change orders.
Responsive Business Requirements Process	4.5	Secure Email RFP process complete. Vendor assures team they understand and can meet all requirements.
Standard Infrastructure	4.5	Industry standard tools and systems are being used for all aspects of the project. M86.com, the secure email vendor, is using Zix Corp product for solution.
Formal Methodology	4.5	Checklists are detailed and comprehensive, including new pre-cutover checklist for Vault migration. Risk and issue management regularly occurring. Project schedule updates lagging because assigned resource no longer on staff and replacement has not yet been hired.
Reliable Estimates	3.5	Some adjustments are being made to the migration schedule, but there is no current impact to the overall success of the project. The adjustments are primarily for the convenience of the agency customers.

## Quality Assurance Monthly Assessment – CTS Shared Services Email Project

Skilled Staff	4.0	The M&O team just hired four new technical staff some of whom are assigned to the project part time. Existing staff are working hard, and strong evidence of skill is present. Evidence = Mark's ability to resolve public folder issue, Joel's troubleshooting, and Steve Q's leadership of the technical team.
Managed Contracts	4.0	Secure Email contract nearing finalization and approval. Technical support contracts are being actively managed.
Change Management/ Implementation	4.5	Change management process is robust. Project team is providing policy, technical and other support to agencies to help them in their transition to hosted email services.

### QA Findings and Recommendations

There are no findings or recommendations for the project this month.

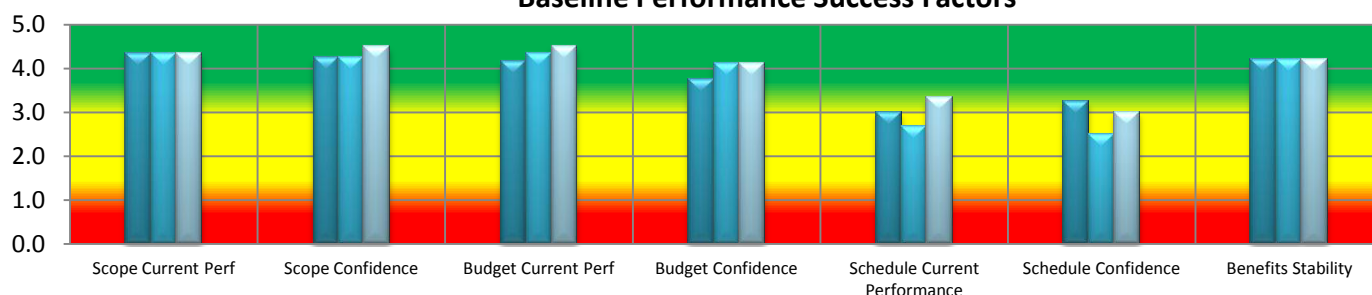


## Baseline Performance Assessment

Will the approved investment of money and time to complete the scope deliver the benefits and outcomes as promised?

Success Factors	QA Observations – Strengths and Challenges
<b>Scope Stability</b> – Scope is well defined and baselined, churn is low, and changes are managed.	<p><b>Strengths:</b> Scope, budget and benefits are stable. The budget is trending slightly below projections. The ActiveSync change order has been approved, and work is progressing on policy development. No other change requests are pending at this point.</p> <p><b>Challenges:</b> The actual number of mailboxes was well below expectations. DSHS has delayed several implementation waves, but plans to make it up in November and December, retaining the planned end date of December 29 for their migrations.</p> <p>The Secure Email system is behind schedule. However, the contract has been awarded and planning work is underway.</p>
<b>Scope Confidence</b> – Looking ahead, it is likely that the scope will be delivered as planned.	
<b>Budget Stability</b> – Budget is well defined and baselined, churn is low, and changes are managed.	
<b>Budget Current Performance</b> – Current baseline spending is consistent with plan and value delivered; estimates have been realistic.	
<b>Budget Confidence</b> – Looking ahead, it is likely that the budget will be expended as planned.	
<b>Schedule Stability</b> – Schedule is well defined and baselined, churn is low, and changes are managed.	
<b>Schedule Current Performance</b> – Milestones in recent months have been completed on schedule and estimates have been realistic.	
<b>Schedule Confidence</b> – Looking ahead, it is likely that milestones will be met as planned.	
<b>Benefits Stability</b> – Benefits are well defined, churn is low, and any changes consider impact on benefit.	
<b>Benefits Confidence</b> – Benefits expected of the project are likely to be delivered as a result of project efforts.	

Baseline Performance Success Factors

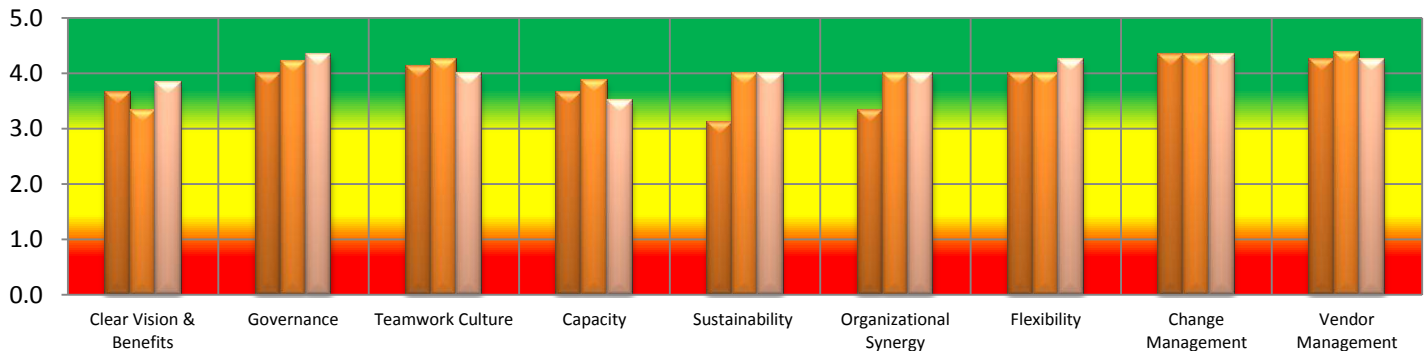


## Organization Support Success Factors Assessment

*Is the organization environment the project is part of supporting its success?*

Success Factors	QA Observations – Strengths and Challenges
<b>Clear Vision and Benefits</b> – <i>The organization and stakeholders have a clear shared vision of the business outcomes, priorities, and benefits</i>	<p><b>Strengths:</b></p> <p>The organization is balancing financial, technical, capacity and risk constraints. Fewer risks and issues remain.</p> <p>Project Steering Committee meetings have moved to one meeting per month, which is appropriate for the project at this point.</p> <p>Issues are managed at the appropriate level, starting with daily team stand-up meetings and involving project executives as necessary.</p> <p>Decisions are being made in a timely manner, as evidenced by the Secure Email RFP, Service Level Agreements updates, and implementation schedule adjustments. Technical and user input are considered.</p> <p>Agencies are receiving all the support they need to migrate successfully.</p> <p><b>Challenges:</b></p> <p>Microsoft is contracted to provide a dedicated 0.25FTE support engineer to work with the M&amp;O team. The company has not yet named the dedicated resource. Project leadership is working to resolve this challenge.</p>
<b>Governance</b> – <i>There are complementary governance and project structures that prioritize resources, make decisions, and solve problems</i>	
<b>Teamwork</b> – <i>Trust, problem solving, commitment, accountability, and collaboration are supported by the organization and in evidence on the project</i>	
<b>Capacity</b> – <i>The organization has and provides the leadership, resources, skills, and experience to address the work and risk of the project</i>	
<b>Sustainability</b> – <i>There is a long term view of achieving benefits and supporting the changes and new operations resulting from the project</i>	
<b>Organizational Synergy</b> – <i>The organizational units involved work together to support one another's needs and ensure project success</i>	
<b>Flexibility</b> – <i>Projects are allowed to learn and adjust scope or approach to address changes, risks, and opportunities to improve results</i>	
<b>Change Management</b> – <i>There is recognition and support of needed change to policy, practices, or attitudes to achieve business benefits</i>	
<b>Vendor Management</b> – <i>There are functions and skills to procure, contract, and manage productive vendor relationships</i>	

Organization Success Factors

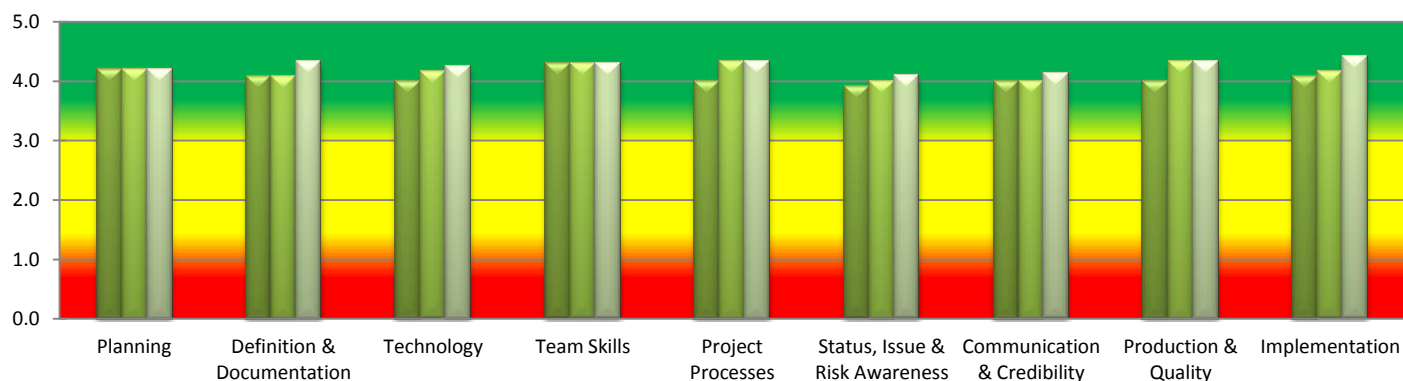


## Project Execution Success Factors Assessment

*Is the project performing effectively in managing resources and risk, and delivering value?*

Success Factors	QA Observations – Strengths and Challenges
<b>Planning</b> – Tasks, estimates, dependencies, and resources form a realistic plan that allows collaboration, tracking, and adjustments.	<p><b>Strengths:</b>                      Planning involves input from implementation coordinators and the rest of the project team.</p> <p>Vault implementation checklists were updated this month, taking into account lessons learned and customer feedback.</p> <p>The process for documenting and resolving customer issues is very strong. The team uses daily stand-up meetings to help resolve most issues.</p> <p>The team is regularly engaging in active risk and issue management, implementation planning is strong.</p> <p>The project leadership is very transparent and open with status reports. Evidence includes SLA metric reports and QA reports on web.</p> <p>There is very strong evidence of using past learning to improve future success. For example, DSHS had some difficulty with public folder replication. Team members contacted DOC with an update prior to the start of their implementation to help resolve issues in advance.</p> <p><b>Challenges</b>                      None noted.</p>
<b>Definition and Documentation</b> – Deliverables, requirements, designs, decisions, and standards are well defined and accessible when needed.	
<b>Technology</b> – Technology applied reflects appropriate application and validation of tools, infrastructure, architecture, and methodologies.	
<b>Team Skills</b> – Business, technical, management, and leadership skills are available as needed and mesh effectively.	
<b>Project Processes</b> – Processes appropriate to the work bring together participants in consistent, organized, and productive collaboration.	
<b>Status, Issue, and Risk Awareness</b> – Timely and objective assessments of status, issues, and risks lead to effective action and decisions.	
<b>Communications and Credibility</b> – Honest consistent communication builds trust, confidence, integrity of actions, and stakeholder support.	
<b>Momentum and Velocity</b> – The project persistently builds momentum and velocity toward clear and achievable milestones.	
<b>Production and Quality</b> – Project work is completed in a predictable high quality manner including technical and business driven testing.	

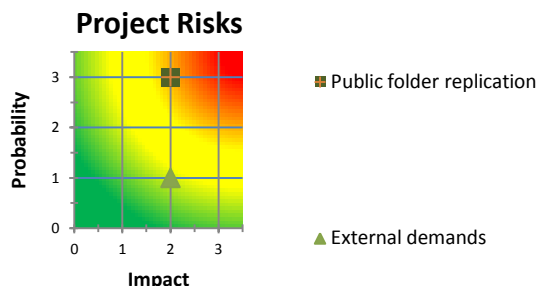
Project Execution Success Factors



## Risk Tracking

What could happen that could affect the project's level of performance and outcomes?

This section reports critical risks to project success that are or should be under management by the project's management team, based on QA analysis. Not all risks identified by the project are reported here.



Risk/Impact	Probability Level (1=Low, 3=High)	Impact Level (1=Low, 3=High)	Mitigation Status/Comments
<b>Risk: Public folder replication</b> <b>Impact:</b> Some legacy calendar items in public folders need to be cleaned up to enable public folders to replicate successfully. This takes a significant amount of time, and could impact an agency's migration schedule, depending upon their use of public folders and whether or not any file issues exist.	3	2	CTS runs a script that identifies problem files in a public folder tree. The agency then needs to clean up any identified files that will cause replication to fail. This process takes a significant amount of time. CTS is advising agencies who use public folders about this risk.
<b>Risk: External demands</b> External demands can pull resources away from project activities. <b>Impact:</b> Schedule and quality could be impacted.	1	2	This risk is being actively managed. As much as possible, project resources are assigned full time to the project, and are physically relocated to new project workspace.

Risk scoring is applied to impact and probability levels. Impact represents how much realization of a risk might affect achieving project objectives. For example, on this project, if a subproject exceeds its allotted time, overall the project may have to cut scope which would undermine delivering on its objectives. Probability level represents the present estimation of how likely the risk is to occur. A high probability score would indicate a high likelihood – say greater than 80% - that the risk will turn into a real problem for the project.

## Issue Tracking

*What has happened that is affecting the project's level of performance and outcomes?*

*This section reports issues that impact project success that are or should be under management by the project's management team, based on QA analysis. Not all issues identified by the project are reported here.*

Issue/Description	Status	QA Analysis
Secure Email RFP needs to be re-issued, which is causing a delay in that part of the project, but is not impacting the core migration activities.	Closed 10/5	The project team is actively managing this issue. All the vendors who previously submitted a response asked for a debriefing conference, which has been completed. The RFP will be re-issued, probably in September, with clearer instructions.
Meeting the implementation schedule depends upon agency readiness.	Active	Agencies have made initial commitments regarding their planned implementation dates. They retain control over the actual migration timelines, however, CTS is evaluated based on how well they meet the current implementation schedule. CTS has no authority to enforce plan dates with the external agencies.

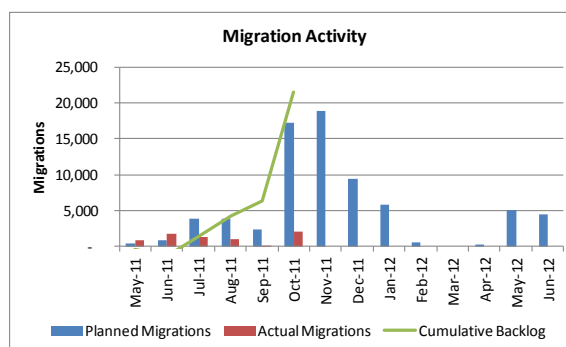
## Appendix 1: Baselines and Recommendations History

### Scope and Schedule Baselines

The table below itemizes the scope of work and shows the schedule from the project which can be considered to be the current schedule baseline.

Key Milestone/Deliverable	Planned Finish Date	Actual Finish Date	Finish Variance (work days)
Blackberry Ready for 1 <sup>st</sup> Agency	2/1/2011	2/1/2011	0
Exchange 2010 Ready for 1 <sup>st</sup> Agency	5/16/2011	5/16/2011	0
Phase 1 CTS Readiness Complete	5/23/2011	5/23/2011	0
Service Level Agreement Finalized	5/27/2011	7/13/2011	34
Secure Email Ready for 1 <sup>st</sup> Agency	8/22/2011		
Vault System Ready for New Customers	9/28/2011	9/28/2011	0
Agency Implementations 25% Done (16,500 mailboxes)	10/30/2011		
Agency Implementations 50% Done (33,000 mailboxes)	11/30/2011		
Agency Implementations 75% Done (49,500 mailboxes)	12/30/2011		
Agency Implementations 100% Done (66,000 mailboxes)	6/30/2011		
Project Close	7/30/2012		

Implementation Activity	Planned Migrations	Actual Migrations	Cumulative Variance
May-11	497	859	(362)
Jun-11	916	1,826	(1,272)
Jul-11	3,949	1,308	1,369
Aug-11	3,876	973	4,272
Sep-11	2,310	203	6,379
Oct-11	17,301	2,158	21,522
Nov-11	18,868		
Dec-11	9,399		
Jan-12	5,835		
Feb-12	523		
Mar-12	-		
Apr-12	232		
May-12	5,100		
Jun-12	4,412		
<b>Total</b>	<b>73,218</b>	<b>7,327</b>	



## Quality Assurance Monthly Assessment – CTS Shared Services Email Project

### Benefits Baseline

*What business benefits and objectives are sought, and is the project on track to achieve them?*

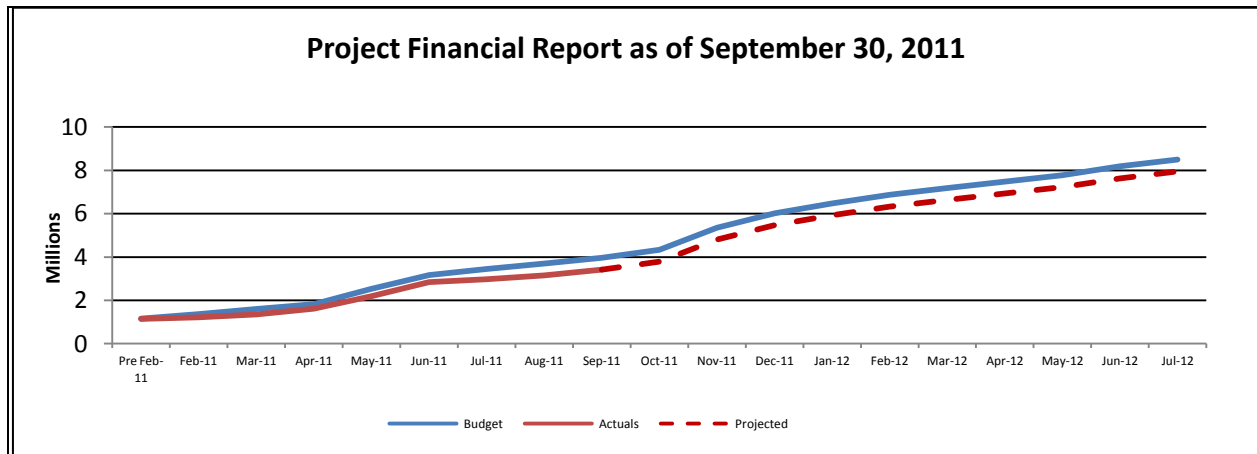
*The table below itemizes the business benefits and objectives expected from the project as described by the project charter. This can be considered to be the current benefits baseline.*

Proposed Business Benefit/ Objective	Current Status
1. Provide a standard service level agreement that will be developed prior to hosting any agency on the new system.	In scope
2. Provide access to more efficient, cost effective, secure storage for every user.	In scope
3. Provide improved records management, search capability and compliance with records management statutes for file retention and public disclosure.	In scope
4. Provide the capability to protect the confidentiality and integrity of sensitive data.	In scope
5. Provide reliable, open application interfaces to allow agencies to meet their business needs.	In scope
6. Provide a transition strategy for agencies to minimize risks and impacts.	In scope
7. Provide new opportunities to enhance multi-agency workflows and processes through a single platform and application interfaces.	In scope
8. Provide a single statewide solution which guards against spam, email viruses, malware and inappropriate language that pose a risk to agency operations.	In scope
9. Provide a single, secure remote access method to the state email system for authorized users.	In scope
10. Provide secure access to the state email system for authorized devices, while accounting for the differences in agency capability and infrastructure.	In scope
11. Provide a solution that complies with all ISB policies and standards.	In scope
12. Identify agency requirements for the system interface prior to deployment, and assess customer satisfaction following implementation to ensure a good fit between agency needs and the project solution.	In scope
13. Provide an email system that is available 100% <sup>2</sup> of the time, given limitations to infrastructure.	In scope
14. Provide the opportunity to refocus agency resources on core business functions, instead of on email maintenance.	In scope
15. Provide a competitive rate that delivers a return on investment for the state within 5 years.	In scope
16. Implement the solution in all executive branch agencies, and make it available to other state agencies based on the approved project plan.	In scope
17. Provide a single-source solution hosted in the state data center.	In scope

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<sup>2</sup> While the current project charter indicates 100% uptime, the service level agreements negotiated with the agencies show 99.5% uptime, which is more realistic. We recommend that the project charter be revised to bring the uptime goals in line with the SLAs.

## Budget Baseline





## Findings and Recommendations History

*How can the performance of the project be improved?*

#	Date Created	F/R	Finding/Recommendation	Current Status* and Comments
1.	9/1/2011	R	Carefully monitor migration progress, especially in September and October to ensure that the project meets projections. Ensure the project team has a good understanding of the impact of any delays in one part of the schedule on commitments to agencies. Provide adequate buffers, to the extent possible, to avoid schedule disruptions.	In progress. Cumulative backlog is 21,500 mailboxes. However, issues are being resolved preemptively, and once DSHS and DOC complete their migration, the project should be back on schedule.
2.	9/1/2011	R	Update the project charter to clarify project benefits and bring into alignment with Service Level Agreement.	In progress.
3.	9/1/2011	R	Ensure that sufficient knowledge transfer is occurring between contracted vendors and CTS.	Done.
4.	9/1/2011	R	Recommend that Maintenance and Operations staff gather, monitor and address service metrics as identified in the Service Level Agreement on a regular basis to ensure that their capacity for support is sufficient, given the high volume of planned mailbox migrations in the next four months.	Done.
5.	9/1/2011	R	Initiate periodic formal risk and issue assessment meetings.	Done.
6.	10/5/2011	R	Ensure that communications with clients clearly demonstrate how project objectives are met by the planned scope, schedule, and budget.	In progress.
7.	10/5/2011	R	Provide greater visibility into product and service performance, actual costs per mailbox, and plans for system updates/enhancements.	Done. The project is now regularly reporting on service level metrics and customer satisfaction.
8.	10/5/2011	R	Assure that the project has the capacity to stay on schedule, especially around holidays and after intensive implementations.	In progress.
9.				
10.				

\* Status: New, In Progress, Delayed, or Done